

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. paper	re: Recapturing the Initiative (Jerry M. Hultin) (5 pages)	12/1994	P5

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
FG001
OA/Box Number: 21832

FOLDER TITLE:

093618SS

Jimmie Purvis
2008-0826-F
jp2941

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

CLINTON LIBRARY PHOTOCOPY

093618SS

FG001

Recapturing the Initiative (Jerry M. Hultia)

Eushin / Leon / Hceas
This is very good
Questionnaire
The capacity to do
this is precisely —
Let's determine —

THE PRESIDENT HAS SEEN

12/29/94

Pres. out
J. H. H.

PHOTOCOPY
WJC HANDWRITING

Recapturing the Initiative

(and how to win in '96)

Jerry M. Hultin

Governance ... Discipline

1. The need for shared and innovative governance

- ◆ **Leverage the President's power through collaboration.** White House staff and Cabinet can significantly enhance the President's power by finding more ways to collaborate with local, state and national community leaders in planning events, reviewing drafts of speeches (or the performance of federal programs), providing feedback to ideas being considered, etc. These simple acts of listening and sharing power can increase the depth and stability of the President's support throughout the nation -- as well as enhancing the clout of the President's network of supporters and friends.

Here are some ideas:

- ◆ **Strengthen relationships with individuals and groups who have a strong, private power base.** The "New Democrat" message is that public-private partnerships work; yet the Administration is perceived as focusing primarily on public power (private relationships are only used for raising money to get more public power). White House staff and Cabinet officers need to deepen relationships with representatives of private authoritative power (e.g. non-profits, individuals, churches, unions, corporations, academia, individual supporters). These relationships should be respectful of interests, tolerant of differences, and strengthened by frequent two-way communication
- ◆ **Empower local supporters.** The White House staff and DNC need to delegate more authority and responsibility to local supporters throughout the nation. Currently state and local Democrats do not feel authorized to work on the President's behalf, and do not get credit or positive treatment when they do work for him. As a result, people are not working for the President.

Example: When the White House advance team gives a successful statewide coordinated campaign director the assignment of "choosing the menu" for a Presidential reception, his importance as the President's representative in that state is diminished and the President loses the leverage of dispersed power.

- ◆ **Develop informal networks of individual supporters and local organizations.** These might include local speaking and policy forums, Internet access, "Letter to the Editor" writing teams, more DLC chapters, "soft" DNC local chapters, etc.
- ◆ **Provide supporters with some opportunities other than fund raising to engage in two-way communications with the President, his staff and the Cabinet.** The Administration needs to demonstrate commitment to listening and a willingness to integrate others' insights into both political strategy and policy development.
- ◆ **Limit "insider" power.** White House staff, Cabinet officers, Hill staff and power lobbyists still appear to have amazing access and influence within the Administration as compared to that of loyal, local Democrats. For example:
 - ◆ Access to Cabinet members is strictly controlled. Local Democrats do not get access.

- ◆ Local Democrats do not get consulted about Court of Appeals nominations and most executive branch appointments. Why not?
- ◆ **Demonstrate President's commitment to DLC.** The DLC will be dramatically strengthened by evidence that the President is intent on building new models and systems reflecting the DLC's goals and agenda. The President's speech to the DLC was great in its listing of DLC goals already implemented.

2. *The need for discernible discipline*

- ◆ **Stick to a simple message--and demonstrate that the President's actions get desired results.** The President's behavior for the rest of this first term needs to be strong, consistent, and demonstrably aligned with a relatively simple philosophy and plan. Then the White House may begin to receive credit not only for what has been done, but also for what the President will do during the remainder of the first term.
- ◆ **Be personally disciplined and enforce discipline among the White House staff and Cabinet.** Regardless of fairness or accuracy, the President is not perceived as a disciplined person. Average citizens want to know that the President will do what he says he'll do--and that he will take action against people who fail to meet his standards or confuse his message.
 - ◆ The President's request for Jocelyn Elders' resignation was impressive; yet, many of the people I've talked say they cannot be hopeful until they see a shake-up in White House staff. There is a widespread belief that the current staff is too adolescent and self-centered rather than mature and differentiated.
- ◆ **Increase focus and take a longer view.** When the Governor Clinton and I had lunch in May 1991 in Columbus, he argued that President Reagan epitomized the power of focus. The principle is still true -- the only difference is that now Bill Clinton is in the "bully pulpit." The wish list that I hear most often in relation to the Clinton Administration include the following:
 - ◆ Focus on a few key issues.
 - ◆ Express hope and confidence for the future. Think longer-term. Reduce reaction to overnight polls--and reactivity in general.
- ◆ **Reinforce presidential power.** Limit routine Presidential appearances; use the extra time to identify and communicate the over-arching themes. Examples of powerful behavior include:
 - ◆ **Speeches:** Most important are speeches that define policy and set standards for policy, programs and performance.

- ◆ **Hiring, firing, prosecutions:** Require high standards of conduct; be explicit about the President's expectations with regard to excellent performance and personal loyalty.
- ◆ **Pattern of discipline:** Seek powerful, cathartic events that demonstrate discipline; the goal is to overcome the image that the President indulges his excesses.
- ◆ **Acknowledge the validity of voter anger.** Find ways to convey President Clinton's own anger at "the system;" for example, at bureaucratic, non value-added procedures; the influence of special interests; the apparent unwillingness of the media to generate light instead of heat; Washington's "business as usual" attitude; etc.
- ◆ **Commit publicly to enforcing accountability at all levels of governance.** Create an unpublicized kitchen cabinet of strong individuals who help the President evaluate ethical and disciplinary issues--including how to enforce "accountability" for performance at every level of governance. Members need to be tough, respected and without direct self-interest so they will be able to influence the thinking and behavior of the White House staff, Cabinet and agencies as well as the President's own personal thinking, growth and behavior.
- ◆ **Clarify the role the President wants to play in the history of this country.** What is the President reading? Who is he trying to emulate? What is he seeking to convey to the nation?
 - ◆ What do the President want his role in history to be? Can it be named? Does it have the grandeur and substance to merit admiration in fifty years? Churchill, DeGaulle, and FDR had the "advantage" of WWII -- but they also had a centering countenance that caused others to give them respect then -- and now.
 - ◆ A suggestion: The President's next vacation should demonstrate the President's interest in reflection, solitude and occasional discussions with big thinkers. Perhaps he should go West -- where large spaces and dramatic scenery support the "long view" and symbolize independence from the "establishment."